



**Resource Cities Cooperative Agreement  
Cooperative Agreement  
LAG-A-00-99-0020-00  
ICMA Project No. 4760**

*USAID Quarterly Report IV*

*January 1 – March 31, 2002*

Prepared for USAID

May 14, 2002

**International City/County Management Association**

Contract No. LAG-A-00-99-0020-00

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**Resource Cities Program**  
**Contract No. LAG-A-00-99-00020-00**  
**Project No. 4760: September 1999**

**I. Introduction**

In May 1997, ICMA and USAID created the Resource Cities Program (RCP) to improve the quality of local governments and to strengthen democracy through international municipal partnerships. The RCP builds relationships that enable management practitioners from the United States and city officials from developing and transitional countries to share resources and technical expertise that will improve the lives of the urban residents. In May 2001, USAID awarded ICMA with a modification to the Resource Cities Program that extended the program duration from September 2001 until September 2004 and increased the USAID contribution from \$3,803,149 to \$13,029,374.

**II. Major Accomplishments This Period**

- Developed marketing materials that were sent to USAID Missions, RUDOs, and other international organizations. The materials provide an overview of the Resource Cities Program, the program in action, and explain the funding process.
- The RCP experienced a brief period of delays due to the attacks of September 11 but the program is on track for 2002.
- Jon Bormet met with members of the Utah City Managers Association to promote the RCP. As a result of the visit, a number of cities have expressed an interest in the program.

**III. Challenges/Remedial Actions Taken**

N/A

**IV. Projected Activities**

The website should be available in the following quarter.

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**Partnership: Urban Councils Association of Zimbabwe (UCAZ) –  
National Federation of Black Public Administrators**

**March 2001**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Advocacy, Training, Research Methodologies/Information**

**Dissemination & Financial Sustainability**

**Funding Source: RUDO/Pretoria**

**I. Introduction**

To a greater extent, local governments in Zimbabwe are required to act as the front line to address issues of service delivery and economic development with ever-shrinking resources. To tackle these enormous challenges, it is imperative that they operate efficiently and effectively. Increasingly, they are turning to their national association, the Urban Councils Association of Zimbabwe, for training, information sharing and networking, and technical support. UCAZ, whose members include the 24 municipalities of Zimbabwe, serves as an umbrella local government association, representing the interests and needs of elected officials, town clerks, finance officers, public works directors, and other municipal officials.

The UCAZ-NFBPA partnership was initiated in March 2001. To date, two exchanges have taken place:

First exchange trip: March 5 – 9, 2001, Harare, Zimbabwe

Second exchange trip: April 6- 20, 2001, Las Vegas, Nevada (NFBPA Annual Conference) and Washington, D.C.

The key objectives of the partnerships are:

- To assist UCAZ establish a “market-driven,” self-sustaining training institute;
- To assist UCAZ develop a “tool-kit” for advocacy and lobbying;
- To enhance UCAZ’s public policy research capabilities;
- To assist UCAZ develop a strategy to diversify and sustain the organization’s revenues.

**II. Major Accomplishments This Quarter**

The NFBPA, for a period of months, found it difficult to contact UCAZ staff. Communications were re-established in February, and since then UCAZ provided NFBPA and ICMA with a draft work plan for the activities they plan to undertake this calendar year. The work plan, which is attached as an appendix, calls for NFBPA (and, to a limited extent, ICMA) to provide feedback on the design and implementation plan for a proposed ‘virtual’ Local Governance Institute, which will be a collaborative effort with the Association of Rural Councils, universities, and other public administration and related institutions. NFBPA will also offer advice on the advocacy tool kit that UCAZ is developing, and on its proposed research agenda and strategy, also in development.

UCAZ has proposed that the final partnership exchange (which has been postponed several times due to the unstable political situation in Zimbabwe leading up to the March presidential elections) take place in early June 2002 in conjunction with the UCAZ Executive Committee Meeting. The anticipated NFPBA delegation will consist of John Saunders, NFPBA's Executive Director, and two NFPBA Board members with experience in training and advocacy. The objectives of the exchange will include a review of the UCAZ Lobbying and Advocacy Toolkit, which is currently being developed, a stakeholder/partners' review of the proposed Local Governance Institute, and sessions dealing with organizational sustainability and UCAZ's research agenda.

### **III. Challenges/Remedial Actions Taken**

The political and economic situation in Zimbabwe continued to deteriorate in the months leading up to the March presidential election, which were marred by violence and allegations of irregularities and voter intimidation.

The situation in Zimbabwe remains highly volatile. Mugabe was sworn into office on March 17, 2002, but the political, social, economic, and security situation is likely to remain fluid. The US State Department has issued a travel advisory recommending that American citizens consider postponing non-essential travel to Zimbabwe until conditions in the country stabilize. NFPBA and ICMA will continue to monitor the situation and communicate with UCAZ and USAID/Zimbabwe over the coming two months to determine the feasibility of going forward with the June exchange visit.

### **IV. Projected Activities in the Next Quarter**

As noted above, the final exchange visit has been tentatively scheduled for June 2002. A decision whether to go forward with the visit or not will be made closer to the date pending the current security situation and US State Department advisory.

## **Partnership: Amman, Jordan – Des Moines, Iowa**

**February 2001**

**Program Manager: Corinne Rothblum** [crothblum@icma.org](mailto:crothblum@icma.org)

**Focus Area: Waste Management**

**Funding Source: Jordan**

### **I. Introduction**

The Hashemite Kingdom of Jordan, like many of its Middle Eastern neighbors, faces major water shortages. The Government of Jordan has been working with the U.S. Agency for International Development (USAID) for a number of years to address its water resource management issues, which include the protection of its groundwater sources. As part of these efforts, USAID has funded a Resource Cities partnership between the Greater Amman Municipality (GAM), the General Corporation for Environmental Protection (GCEP), and the City of Des Moines, Iowa.

The partnership between GAM/GCEP and the City of Des Moines was initiated in February 2001. To date, there have been two exchange visits:

First exchange: August 25 – September 2, 2001, Amman, Jordan

Second exchange: December 1 – 8, 2001, Des Moines, Iowa and Chicago, Illinois

### **II. Major Accomplishments This Period**

There were no exchanges during this period. The draft work plan prepared by GCEP/GAM and Des Moines during the December 2001 visit to the US called for the GCEP Hazardous Waste Management Committee to review and approve or modify the proposed work plan in January, and for the next exchange visit to Amman to take place in March. However, key GCEP and GAM officials were unable to schedule a meeting to discuss the work plan and provide recommendations until mid-March. These recommendations call for adjustments to the draft work plan to include training of key staff in the safe segregation of solid, medical and hazardous waste from the municipal waste stream, and for a pilot project in the disposal of medical waste.

### **III. Challenges/Remedial Actions Taken**

The repeated delays in convening the GCEP Hazardous Waste Management Committee to review the draft work plan have necessarily resulted in delays in proceeding with partnership activities and planning the next exchange visit. The proposed adjustment to the work plan to provide training in waste separation can be incorporated into the work plan quite easily. However, the Metro Waste Authority of Des Moines and ICMA concur that the proposed medical waste pilot project is not the most effective way to achieve the partnership objectives of protecting groundwater resources, as medical waste is not as great a threat to these resources as other waste streams. Additionally, in the US medical waste, some of which is not considered to be hazardous waste is not handled by municipal governments, and, as such is not viewed as an appropriate area of intervention

for the partnership. ICMA and Metro Waste are recommending that the partnership reconsider a pilot project to separate a common hazardous waste, such as used motor oil, from the municipal waste stream at source, which will include a public education and outreach campaign. This pilot project ties in well with the training component of the partnership, and the results and lessons learned can be used to develop a more comprehensive program for the segregation and safe disposal of other hazardous wastes currently going into the municipal waste stream.

In the next few weeks, ICMA and Des Moines will work with GCEP and GAM to revise the draft work plan to ensure that there is consensus amongst the partners on how to provide the most targeted and effective assistance to meet the partnership's objectives.

The escalating cycle of violence in Israel and the Palestinian Territories is also of concern. While there have been no reported clashes in Jordan or attacks targeted against Americans, we will continue to monitor the situation closely.

#### **IV. Projected Activities**

Consensus on partnership activities should be reached by mid-April, and the third exchange visit to Amman has been tentatively scheduled for late May/early June, contingent upon the security situation. The objectives of this visit will include:

- Developing the curriculum and defining the target audience for the training program, and mapping out a training schedule;
- Developing a detailed work plan for a pilot program in waste segregation;
- Reviewing the timeline for partnership activities and planning for the following exchange visits.

## **Partnership: Cebu, Philippines – Fort Collins and Larimer County, Colorado**

**January 2001**

**Program Manager: Amanda Lonsdale** [alonsdale@icma.org](mailto:alonsdale@icma.org)

**Focus Area: Waste Management**

**Funding Source: Urban GCC Team & USAEP**

### **I. Introduction**

The partnership between Cebu and Fort Collins/Larimer County focuses on solid waste management. Specifically, the work plan calls for:

#### *Solid Waste Management*

- Design of a framework for a 10-year, comprehensive solid waste management plan that will incorporate donor and private sector projected investment, and a pilot project for recycling and composting;
- Improved Solid Waste Management;
- Reduced volume of waste entering landfill;
- Introduction of recycling and composting to at least one barangay.

### **II. Major Accomplishments This Period**

No exchanges occurred during this reporting period.

### **III. Challenges/Remedial Actions Taken**

- A partnership exchange scheduled for January 2002 was postponed due to scheduling conflicts in the City of Cebu.
- Prior to a US exchange, the City of Fort Collins requested a status report and reaffirmation of commitment from the City of Cebu. This action is due to the delay in exchanges caused by the change in administrations, the events of September 11, and staff turnover at the League of Municipalities and the City of Cebu.

### **IV. Projected Activities**

- The ICMA Partnership Manager will travel to Cebu in May 2002 to assess the progress of the partnership activities in Cebu and to schedule the next exchange.



## **Partnership: Haiphong, Vietnam-Seattle, Washington**

**July 2000**

**Program Manager: Deborah Kimble [dkimble@icma.org](mailto:dkimble@icma.org)**

**Focus Area: Economic Development & Environmental Management**

**Funding Source: USAEP, USAID, World Bank, Seattle**

### **I. Introduction**

The partnership between Haiphong, Vietnam and Seattle, Washington will promote Haiphong's tourism and business investment strategies, and assist the City to use information technology in internal city management applications; to provide technical assistance in neighborhood matching grant programs; and to offer assistance in calculation and assessment of business tax liabilities, tax policy, and assessment of proposed business plans. The World Bank will work through the Resource Cities partnership to alleviate poverty by identifying ways in which community resources and expertise may be mobilized to assist Haiphong to solve locally identified problems. A Memorandum of Understanding was signed on July 9, 2001.

The work plan identified the following objectives:

#### *Tourism & Trade*

- Attract hotel investment;
- Advertise the expansion of tourism and trade development in Haiphong.

#### *Information Technology*

- Establish and begin to implement a strategic information technology plan;
- Build and develop content for website.

#### *Public Health*

- Conduct an assessment of the health care needs and health care system in Haiphong.

#### *Urban Planning*

- Conduct a planning case study (including integrated land use, the environment, socio-economic and tourism sector planning, and infrastructure) in a selected area to give potential developers or investors guidance on specified land uses, infrastructure requirements, building types;
- Prepare a prospectus for potential investment.

### **II. Major Accomplishments This Period**

No exchanges took place during this reporting period.

### **III. Challenges/Remedial Actions Taken**

The Seattle- Haiphong partnership suffered a major set back due to the death of BJ Narver, the University of Washington representative and partnership co-coordinator.

Further, Seattle elected a new Mayor, which has effected staff availability. A conference call on March 14, between the Seattle representatives and the partnership manager addressed the difficulties and renewed the City's commitment to the partnership.

#### **IV. Projected Activities**

An exchange between Seattle and Haiphong is scheduled for May 2002, and will focus on the development of the web site for the Haiphong's Peoples Committee.

## **Partnership: Hue, Vietnam and Honolulu, Hawaii**

**August 2001**

**Program Manager: Amanda Lonsdale [alonsdale@icma.org](mailto:alonsdale@icma.org)**

**Funding Source: RUDO/Jakarta & G/ENV/UP**

### **I. Introduction**

Through the Regional Urban Development Office for South East Asia and the United States Agency for International Development (USAID), the U.S. Government is helping to forge a long-term partnership between the cities of Hue, Vietnam and Honolulu, Hawaii. The partnership will build on the existing relationship between Hue and Honolulu, which was first started under the Sister Cities Program. The partnership will address environmental protection and disaster mitigation with emphasis in the following areas: Reforestation and the impact on flood control, protection of the diverse aqua environment, and the development of historic and ecological tourism industry.

### **II. Major Accomplishments This Period**

The first exchange took place from January 12 – 19, 2002 in Hue. Three officials from Honolulu and 4 private consultants, along with the ICMA partnership manager participated in the exchange. During the exchange, the partners developed an MOU and developed a work plan focusing primarily on Solid Waste, with tourism and urban greenery as secondary objectives.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The second exchange will take place in Honolulu June 1-8, 2002. Up to five city officials from Hue will participate in the exchange on Solid Waste and other environmental issues. The City of Honolulu will sponsor training seminars for the Hue delegates through the newly created Asia-Pacific Urban Institute.

## **Partnership: Rayong, Thailand – Portland, Oregon**

**March 2000**

**Program Manager: Melissa Speed [mspeed@icma.org](mailto:mspeed@icma.org)**

**Focus Area: Financial Management & River Basin Restoration**

**Funding Source: USAEP**

### **I. Introduction**

The Cities of Rayong and Portland signed a Memorandum of Understanding in September 2000. The cities agreed to work together over a period of 24 months to enhance both municipal and financial management and to encourage citizen participation. During the initial exchange the cities developed a work plan that complements the city's goals and future objectives.

First exchange: Rayong, Thailand, September 21 – 30, 2000

Second exchange: Portland, Oregon, February 2 – 15, 2001

Third exchange: Rayong, Thailand, May 23 – June 4, 2001

Fourth exchange: Portland, Oregon, January 12 – 19, 2002

The work plan highlights the following areas for attention:

#### *Budget and Finance*

- Multi-year budget and financial planning model;
- Financial policies that guide financial decisions;
- Citizen participation and involvement in Rayong's budget process;

#### *River Basin Restoration*

- To return Khod Por, a site on the banks of the Rayong River, to the public for active use and ecological restoration and education;
- To solicit public participation in the planning process.

### **II. Major Accomplishments This Period**

The partnership has completed four of seven exchanges and has fulfilled the following objectives as defined in the Action Plan:

#### *Financial Management:*

- The Mayor appointed a budget committee comprised of citizens to serve as advisors and to review and make recommendations on the five-year plan, annual plan and budget.
- Developed model for budget format.

#### *River Basin Restoration:*

- Staff member appointed to work with City of Portland Planning professionals.

- A citizen's Task Force appointed to work with Portland and the community to develop a restoration plan.
- Completed an assessment of the Rayong River Basin.

During the exchange, the financial staff discussed the five-year plan and agreed that the following categories should be used: resource and environment, economic development, social development, political and management, and infrastructure development. Rayong officials were able to participate in Portland's Your City Your Choice Forum that ensures citizen involvement in the budget process. The Citizen's Task Force will spend the first year learning about the budgetary process and the municipal organization. The second year will develop some form of citizen input.

While in Portland, the Rayong officials visited various community-based environmental projects. During the exchange, the participants and staff discussed the essential components of an effective written development project plan.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The fifth exchange is scheduled for May 2002. The cities will begin preparation of the transition budget/Five-year Capital Improvement Program. In addition, the financial staff will finalize the Council budget policies. The Development Planning staff will meet with the Citizen Task Force and stakeholders. The cities have agreed to amend the objective from implementing the first public meeting to preparing a model development plan for the Khod Por project.

## **Partnership: Ulaanbaatar, Mongolia – Bakersfield, California**

**March 2001**

**Program Manager: Melissa Speed** [mspeed@icma.org](mailto:mspeed@icma.org)

**Focus Area: Budget & Finance**

**Funding Source: Mongolia**

### **I. Introduction**

In March 2001, the cities of Ulaanbaatar, Mongolia and Bakersfield, California signed a Memorandum of Understanding. The two cities will work together to improve the ability of Ulaanbaatar City to raise non-tax revenues and to enhance the budgetary and financial management systems of Ulaanbaatar in relation to the non-tax revenues.

First exchange: Ulaanbaatar, Mongolia, March 1 – 9, 2001

Second exchange: Bakersfield, California, May 5 – 14, 2001

Third exchange: Ulaanbaatar, Mongolia, July 19 – 27, 2001

Fourth exchange: Bakersfield, California, November 3 – 11, 2001

Fifth exchange: Ulaanbaatar, Mongolia, March 14 – 24, 2002

The Work Plan defined the following partnership objectives:

#### *Revenue Generation and Finance Administration*

- Comparative analysis of fees charged in Ulaanbaatar and Bakersfield to identify potential revenue sources.
- Identify fees to be charged.
- Design of procedures for collection, accounting appeals and information dissemination.
- Design an implementation plan that incorporates a participatory process for charging fees.
- Identify uses for the new non-tax revenues and establish a budgetary control system.
- Develop accounting procedures to trace revenues in conformance with international accounting standards.
- Design and implement a plan to inform officials and citizens of the record and performance of the new revenues.
- Study methods to set priorities for expenditures.

### **II. Major Accomplishments This Period**

The fifth exchange took place in Ulaanbaatar, Mongolia from March 14th through the 24<sup>th</sup> and focused on the fee process and identified four additional fees to increase municipal revenue. The fees include a technical certification fee, an occupancy fee, a land allocation fee, and an advertisement fee for the use of billboards. The delegation included the following members:

- i. Mr. Nelson Smith, Assistant Finance Director
- ii. Mr. John Stinson, Assistant City Manager

iii. Mrs. Rhonda Smiley, Public Relations Representative

The partnership has completed over five of seven exchanges. In that time the partnership has successfully completed the following objectives as defined in the Action Plan:

1. Prepared an assessment of Ulaanbaatar's unique characteristics in order to identify potential revenue sources.
2. Ulaanbaatar explained the laws that govern Mongolian tax revenues, including the sources and types of tax that are within municipal control and the central government.
3. The two cities identified fees to be adopted by the Citizens Council. The Citizens Council will meet in April to discuss again the adoption of the hotel occupancy fee. During the exchange the Bakersfield delegation met with district budget administrators to discuss the need for additional fees to generate revenue.

The following objectives continue to progress:

4. Design procedures for collection, accounting, appeals and information dissemination.
5. Establish a budgetary control system that identifies and targets the uses of new non-tax revenue.
6. Develop accounting procedures for tracking revenues that conform to international accounting standards.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The sixth exchange is tentatively scheduled to take place May 18 – 25, 2002.

Ulaanbaatar staff will travel to Bakersfield to discuss the fee process in Bakersfield, especially land development and inspection fees.

## **Partnership: Almaty, Kazakhstan – Tucson, Arizona**

**October 2000**

**Project Manager: Daniela Kissova** [dkissova@icma.org](mailto:dkissova@icma.org)

**Focus Area: Solid Waste & Economic Development**

**Funding Source: Kazakhstan**

### **I. Introduction**

The Almaty-Tucson partnership started in October 2000. The work plan of the partnership focuses on the solid waste management system of Almaty and the creation and maintenance of a facility modeled after Tucson's industrial park. The European Bank for Reconstruction and Development awarded Almaty a loan to renovate its system of solid waste collection and disposal. Originally, Tucson was scheduled to provide Almaty with guidance on ways to utilize those funds. However, due to delays in the loan appropriation, the program component has been amended to reflect Almaty's expenditures for capital improvements. Tucson is assisting its Kazakh partner with equipment specifications for the implementation of sustainable changes and improvements in the operations of Tartyt – Almaty's municipal solid waste collection company.

First exchange trip – Almaty, Kazakhstan, October 6-13, 2000

Second exchange trip – Tucson, Arizona, February 24- March 5, 2001

Third Exchange trip – Almaty, Kazakhstan, June 4-5, 2001

Fourth exchange trip – Tucson, January 28- February 2, 2002

The work plan for this partnership includes the following program objectives:

#### *Solid Waste*

- Review and improve the solid waste management system of Almaty

#### *Economic Development*

- Promote the development of small business in the City of Almaty

### **II. Major Accomplishments This Period**

An exchange trip in the area of solid waste management and economic development took place in February 2002. Ms. Elena Simonova, Head of Department of Housing and Communal Affairs, Mr. Marat Akhmetov, Director of Tartyt (municipal solid waste company) and Ms. Larissa Vasilyeva, Chairman of Almaty's Economic Commission, visited the US the week of January 28<sup>th</sup>. The Kazakh delegates worked with counterparts from Tucson's Department of Solid Waste (Mr. Eliseo Garza), the Office of Economic Development (Mr. Kendal Bert), and the University of Arizona's Techno Park (Mr. Marshal Warden).

#### *Economic Development*



The City of Almaty is developing a concept for an industrial park at the nearby site of Alatau village. Mr. Erik Dukenbaev, the Head of the Small and Medium Business Department, initiated the project at the start of the Tucson-Almaty partnership. In the summer of 2001, Mr. Dukenbaev submitted for national funding a tech park concept based on his experience when visiting the University of Arizona's industrial park. This submission on behalf of Almaty prompted a review process by the Kazakh Ministry of Economy to be followed by an executive decree that will apply to all similar projects across the country. Thus further planning for the concept of the Almaty's Alatau Park has been awaiting the upcoming national legislation.

### *1. Small Business Development and Micro-crediting*

Ms. Larissa Vassilyeva met with Tucson's Department of Economic Development to review the city's hands-on business promotion techniques-- investment, production development, labor force training and re-training, and foreign trade zone development. Ms. Vasilyeva observed how the work by the city's Economic Development department feeds into the overall municipal budget formation and strategic planning process. Tucson stressed the importance of fiscal methods of business attraction such as tax breaks. Ms. Vasilyeva was also introduced to municipal-federal partnership programs that train and retrain personnel and provide micro-credit loans. Ms. Vasilyeva during a de-briefing session at ICMA's offices in Almaty and again in the trip report explained that the effectiveness of a city's ED work is not solely dependent on a large city budget. The trip helped her understand the important interplay between a variety of instruments and agents like municipal land, the city budget and strategic development plan, and the local businesses community.

Following the trip, Tucson sent to Almaty City an in-depth report on structuring a viable micro-crediting program. The materials translated by ICMA contained in-depth information on forms of SME crediting, applications procedures and rules, individual and group credits, credit management techniques, relations between federal and state budgets and banks, and SME registration issues. While the materials are disseminated for general use in Almaty, ICMA is gauging the city's further interest in developing a micro-crediting program modeled after Tucson's PEPP project.

### *2. Industrial Park Development*

Ms. Vasilyeva visited Tucson's Technology Park, owned by the University of Arizona and managed by a private non-profit corporation. During the visit, she was given information on park design and operational issues such as finance and infrastructure management, rent condition and tax privileges/ exemptions to entrepreneurs, technologies selection and promotion methods, and personnel management. Following the trip to Tucson, Ms. Vasilyeva submitted detailed information that provided an inventory of resources for Almaty's Alatau village and business, scientific research and development potential.

During the next exchange to Almaty, a team from Tucson will assess the resources of the Alatau village and begin the design phase of the Tech Park.

### *Solid Waste*

In line with the partnership work plan, Ms. Elena Simonova and Mr. Marak Akhmetov met with Tucson's Solid Waste Management Department to study issues of budget development, commercial and residential collection, containers maintenance, service delivery, routing and scheduling, municipal and state regulations of purchase, maintenance and exploitation of equipment, transfer stations and landfill operation, as well as secondary separation of solid waste.

Another result accomplished on this exchange was an unprecedented dialogue between two of Almaty's main stakeholders – the city and its solid waste management contractor to discuss what causes inefficiencies in the system of collection and disposal. Tucson is in the process of drafting a proposal with improvement strategies including but not limited to equipment selection and purchasing guidelines, vehicle routing and container specifications, as well as transfer station management.

### **III. Challenges/Remedial Actions Taken**

In the past this partnership has suffered from prolonged delays between visits and lack of communication within the City of Almaty as to the goals of the Resource Cities Program. There have been cases of inappropriate selection of team members, which has often led to lack of leadership on the Almaty side. Further, the City of Tucson has not aggressively pursued the goals of the partnership. ICMA pushed the Tucson team to return to Almaty in May, but Tucson was unable to put forward the necessary staff. Instead, the next trip, which will focus on economic development and the Tech Park, is scheduled for early July. At this time, Resource Cities Director Jon Bormet will accompany the team, to ensure that the partnership is focused and committed to accomplishing real results.

### **IV. Projected Activities**

The next exchange trip is planned for July 2002. Key work areas include the Alatau industrial park, strategy development, and implementation of Tucson's previous solid waste recommendations to Almaty Akimat and Tartyp Company.

## **Partnership: Kragujevac, Serbia – Pitesti, Romania – Springfield, Ohio**

**July 2000**

**Program Manager: Melissa Speed** [mspeed@icma.org](mailto:mspeed@icma.org)

**Focus Area: Public Service Delivery, Economic Development & Municipal Management**

**Funding Source: Serbia**

### **I. Introduction**

The Springfield-Kragujevac-Pitesti partnership commenced in July 2000. The work plan includes the following program objectives for both Kragujevac, Serbia and Pitesti, Romania:

First exchange: Pitesti, Romania, July 15 – 22, 2000

Second exchange: Springfield, Ohio, February 24 – March 3, 2001

Third exchange: Kragujevac, Serbia & Pitesti, Romania, May 15 – 27, 2001

Fourth exchange: Kragujevac, Serbia & Pitesti, Romania, July 27 – August 5, 2001

#### *Municipal Management*

- To evaluate the delivery of basic public services and make recommendations to improve, support, and streamline service delivery;
- To examine organizational culture and determine ways to assist City officials and staff to develop a strategic plan.

#### *Economic Development*

- To evaluate current markets, resources, and economic development opportunities, and recommend strategies to enhance economic development programs.

### **II. Major Accomplishments This Period**

No exchanges took place during this reporting period. However, the cities continued to correspond and to discuss the partnership's progress and objectives.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The fifth exchange is scheduled to take place April 24 through May 2 in Springfield, Ohio. The cities will discuss the following topics: new developments since the last exchange, especially water treatment issues, funding and financing projects, solid waste collection systems, economic development. During the exchange, the Springfield financial staff will review Kragujevac's Economic Development Plan.

As part of the University exchange, Dr. Jeff Ankrom of Wittenberg University has invited the participants to serve as guest lecturers. The classes will discuss institution building and the support of markets and property rights, conflict and definition.

The Bulgarian Twinning Program will hold the Best practices Symposium on June 21 and 22 in Varna, Bulgaria. A three-person delegation from Kragujevac and Pitesti has been invited to participate and to share lessons-learned.

## **Partnership: Nis, Serbia - Sofia, Bulgaria – Columbus, Ohio**

**July 2000**

**Program Manager: Daniela Kissova** [dkissova@icma.org](mailto:dkissova@icma.org)

**Focus Area: Citizen Participation, Water/Wastewater Management & Solid Waste**

**Funding Source: Serbia**

### **I. Introduction**

The Columbus-Nis-Sofia partnership commenced in July 2000. The purpose of the partnership is to transfer successful US municipal models in the areas of citizen information and participation, water/ wastewater management, and solid waste collection and disposal to Nis and Sofia.

First exchange trip – Sofia, Bulgaria, July 13-21, 2000

Second exchange trip – Columbus, Ohio, February 3-10, 2001

Third exchange trip – Sofia-Nis, June 1-10, 2001

The previous work plan includes the following program objectives:

#### *Water/Wastewater Management*

- Review and enhance the capabilities of the water treatment and distribution systems of Sofia and Nis.

#### *Solid Waste Management*

- Review and improve solid waste management systems of Sofia and Nis.

#### *Citizen Information*

- Improve and expand the channels of information delivery to the public in Sofia and Nis.

As part of a separate program, Mayor Ciric of Nis visited Columbus in the fall of 2001. He met with the Mayor of Columbus, and they agreed that the partnership would be more valuable to Nis if it focused predominately on economic development. When the partnership commenced almost two years ago, economic development was not a viable consideration due to the sanctions imposed against Serbia and its' previous form of government. However, ICMA supports the cities efforts to improve local economic development and agrees with the new direction. Moreover, Nis is working with Sofia and Skopje on regional economic development issues, thus the new focus is consistent with those efforts.

If the partnership is to achieve demonstrable results in the next six months, it is critical that the partners develop an intense work plan during the upcoming exchange in April.

### **II. Major Accomplishments This Period**

No exchanges took place this quarter. After Mayor Ciric's visit to Columbus in the fall 2001, much work ensued between ICMA and Columbus, to shape a plan that would be responsive to the Mayor's stated interest in economic development and would yield positive results in a short time. We believe these efforts will increase the chances of success for the exchange trip to Columbus in April.

In addition, the city of Nis requested assistance in the redevelopment of a former airport facility. The Serbian partner plans to convert the site into a business incubator and Columbus has agreed to transfer techniques of economic development based on its own resources and practices. Sofia has successfully reconstructed the rundown municipal area into booming commercial districts, as well as redeveloping Sofia's airport. Sofia will act as a model for the City of Nis and its plans to redevelop. As previously noted, Sofia, Nis, and Skopje, Macedonia initiated a pact for regional economic cooperation that focuses on issues of trans border trade and business development.

During this quarter ICMA adjusted the scope of work for the tri-lateral partnership and performed a needs assessment in economic development in preparation for the fourth exchange. ICMA is now organizing a visit to Columbus in April that will focus on a technological park design and will include the following areas:

1. Legal issues of the park incorporation;
2. Organizational structure of the techno-park;
3. Staffing patterns;
4. Infrastructure development and property issues;
5. Relations between the tech park, the University of Nis, the local business community, and the municipality of Nis;
6. Technological, communication, and information systems needs of the techno-park

### **III. Challenges/Remedial Actions Taken**

Changing the focus of the partnership at such a late date is problematic. ICMA understands the need to work closely with the partner cities to ensure that the new emphasis of economic development provides Nis with pragmatic tools to enhance the local economy. At the same time, ICMA notes that two of the Serbian partnerships—Kragujevac and Subotica—share similar economic development issues that may be disseminated at the Best Practices Symposium between the three Serbian partnerships and Nis. The symposium will assist in promoting realistic economic development practices that may be replicated in other Serbian cities.

### **IV. Projected Activities**

The fourth exchange trip from Nis and Sofia to Columbus was re-scheduled from February to April 2002 as Nis and Columbus required additional time to conceptualize the milestones needed for an economic development action plan.

## **Partnership: Pancevo, Serbia – Timisoara, Romania – Cincinnati, Ohio**

**July 2000**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Service Delivery & Economic Development**

**Funding Source: Serbia**

### **I. Introduction**

The Resource Cities Partnership with the cities of Cincinnati, Ohio and Timisoara, Romania was initiated in July of 2000. To date, there have been four exchange visits:

First exchange: July 15- 22, 2000, Timisoara, Romania

Second exchange: February 3 – 10, 2001, Cincinnati, Ohio

Third Exchange: July 14 – 21, 2001, Pancevo, Serbia and Timisoara, Romania

Fourth exchange: December 1 – 16, 2001, Pancevo, Serbia and Timisoara, Romania

The work plan focuses on the following areas:

#### *Water Treatment*

- Improving Pancevo's water treatment and distribution system;

#### *Economic Development*

- Developing a more coherent approach to economic development and strategic planning (this component was added during the February 2001 exchange to Cincinnati).

#### *Hot Water Distribution*

- A secondary objective is to assist Pancevo improve the management of its hot water heating distribution system.

While Pancevo is the primary beneficiary of the partnership, Timisoara is also receiving limited technical assistance with water supply management issues and strategic planning/economic development. Timisoara, which has completed a comprehensive, participatory strategic planning process, is an important resource for Pancevo.

### **II. Major Accomplishments This Period**

There were no exchange visits during this quarter. The partners began planning for a fifth exchange visit by a delegation from Pancevo and Timisoara to Cincinnati in late April 2002.

### **III. Challenges/Remedial Actions Taken**

Slobodan Adzic, the Chair of the Pancevo Executive Board, is still reluctant to learn from Timisoara's experience in strategic planning and economic development. While he

traveled to Timisoara during the Cincinnati delegation's December visit, ICMA recently learned that he did not attend any of the working sessions.

#### **IV. Projected Activities**

The next exchange visit to Cincinnati will take place April 27 – May 4. Cincinnati has prepared an agenda that will address the common and individual focus areas of the two partner cities. The exchange visit will focus on working with Pancevo on its strategic planning and business retention/attraction efforts, as well as on water supply management. On the economic development/strategic planning side, in addition to working sessions the program will include meetings with the Greater Cincinnati Chamber of Commerce, the Ohio-Kentucky Regional Planning Agency, and the strategic planning groups for Hamilton County and the City of Cincinnati, both of which are in the process of developing new strategic plans. Cincinnati has also arranged meetings with investors who may have a potential interest in investing in Pancevo, in particular the Port of Pancevo. In addition, the delegation will review Cincinnati's GIS system and automated systems for finance, budgeting, real estate, planning and permitting, and learn about the City's building code enforcement program.

Cincinnati has also arranged for the Timisoara group to meet with representatives from Cincinnati Business Committee (which can serve as a model for a similar Timisoara Business Committee) to learn about its goals and objectives, and networking efforts with businesses. In addition, the Timisoara delegation will have the chance to meet with companies with a potential interest in investing in Timisoara's growing high tech industry and in the opportunities presented by the planned dredging of the Bega Canal. A visit to the University of Cincinnati to discuss technology transfer issues, software engineering, and to learn about the University's biotech incubator is also planned.

A three to four-person delegation from Pancevo and Timisoara have been invited to attend the Bulgaria Twinning Program Best Practices Workshop in late June. A number of the Bulgaria partnerships have focused on economic development and environmental management issues, and the workshop will serve as a valuable opportunity for the Serbian and Romanian participants to exchange information and lessons learned.



## **Partnership: Pavlodar, Kazakhstan – Helena, Montana**

**October 2000**

**Program Manager: Daniela Kissova** [dkissova@icma.org](mailto:dkissova@icma.org)

**Focus Area: Water/Wastewater Management, Solid Waste Management & Drug Prevention and Treatment**

**Funding Source: Kazakhstan**

### **I. Introduction**

The Helena- Pavlodar partnership commenced in October 2000. The purpose of this partnership is to transfer successful US municipal models in the areas of water/waste water and solid waste management. At the request of Pavlodar, Drug and Alcohol Treatment was added as a focus area for the partnership.

First exchange trip – Pavlodar, Kazakhstan, October 13-20, 2000

Second exchange trip – Helena, Montana, March 19-23, 2001

Third exchange – Pavlodar, Kazakhstan February 18-26, 2002

The work plan includes the following program objectives:

#### *Water/Wastewater Management*

- Review and enhance the capabilities of the water treatment and distribution system in Pavlodar.

#### *Solid Waste Management*

- Review and improve the solid waste management system of Pavlodar.

#### *Drug Prevention and Treatment*

- Implement a municipal program on drug prevention and treatment in Pavlodar, Kazakhstan modeled after a program in Helena, MT.

#### *Green Areas Development*

- Cooperate in the area of green parks and share best practices in tree and seed planting, maintenance, and treatment of plant diseases found in similar harsh climate conditions. It should be noted that the interest in this area of cooperation appears to be fading.

### **II. Major Accomplishments This Period**

A delegation from Helena -- John Rundquist, Director of Water Works Department, Leonard Willett, Director of Water and Waste Water Treatment Plants, and Mike Rupert, Director of the Drug Rehabilitation Program visited Pavlodar in February 2002. This exchange focused on three main areas – water treatment and distribution issues that lead to problems in the potable water quality, waste water treatment methods that lead to high levels of contamination of the Irtysh River, and an operational assessment of the drug rehabilitation center in Pavlodar.

### *Potable Water Treatment*

The water treatment process in Pavlodar was transferred to a private business and the contract expires next year. The service requirements of Pavlodar are loosely based on US standards, but lack legally enforced guidelines. (Typically in the US clean and potable water would be a requirement). Moreover, in Pavlodar, the contractor and not an independent third party tests the water. Therefore, the contractor may choose when (after the filter is changed) and where (the area in the city where water is cleanest).

Mr. John Rundquist and Mr. Leonard Willett spent time at Pavlodar's water treatment facility (owned by the city but operated by a private business) to examine the process of water treatment and distribution. Upon their return, Helena and ICMA discussed the partnership and the need to develop practical solutions for the water system. In basic terms, it is apparent that the water provided by the contractor is not potable. The reasons include inadequate treatment as well as corroding water mains. Thus, the following specific technical areas will be explored:

### *Water chemistry*

This has been explored, and the water has a reasonable pH level thus the corrosion is not caused by the chemistry of the water. There is still a possibility that iron bacteria exists in the water lines. Tests are pending in Helena that will determine whether or not the iron bacteria exists. If iron bacteria exists then it may be treated, but is difficult to eliminate. Iron bacteria is an aesthetic issue as it looks unhealthy and therefore citizens may not drink it, although it is safe to drink. It can also plug water mains that lead to a loss of chlorine residue. If Helena finds that there is iron bacteria, Helena will recommend a treatment, and work to implement it. (Please note that the tests are indicators, but do not confirm the existence. Such tests would require additional work).

### *Water Health*

US standards, the current level of chlorine is not sufficient to prevent contamination. Further, Pavlodar adds the chlorine into the water at the beginning of the process rather than the end, which dramatically lessens its impact. Pavlodar believes that additional chlorine would not be safe. Therefore, Helena at a minimum will encourage Pavlodar to add chlorine at the end (not the beginning) of the process.

### *Water Health/Appearance*

There is some question about the effectiveness of Pavlodar's backwashing of their filters. During the process, it appears that a sizable amount of water may go into the system untreated. Helena will work with Pavlodar to implement a more effective process for backwashing their filters.

Pavlodar uses crushed brick for filtration purposes but it is not the most effective method. This is especially critical, due to the limited use of chlorine, which increases the need for

a good filtration system. Helena will expose Pavlodar to other kinds of filter media, and search for a better/cost effective way to filter the water.

There is some question about whether Pavlodar flushes its mains, and if so, how often. In light of all the particles in the water, it is critical that the mains be flushed to help remove the particles/sediment. Helena will work with Pavlodar to show them their flushing program, and to try to implement a routine program of flushing in Pavlodar.

The water mains in Pavlodar are untreated iron, so they are rusting from both the inside and out. Lining the water mains may be a long term alternative to digging up the whole city and replacing the water mains—and the water may never be clear until the rusted mains are replaced. Additionally, it can be done incrementally, which might make it financially possible. Helena will expose Pavlodar to the methodology of lining water lines as a possible future solution.

Beyond the purely technical operation of the water treatment and distribution system, the focus on water gives the partnership the opportunity to address other issues that have widespread impact. These include:

#### *Regulation/Oversight of City Services that are Privatized (Concessions)*

Water treatment in Pavlodar has been given to Vodacanal-a private contractor. (The contract expires in November 2003). It seems that the contract for services was loosely written, with no real or enforceable guidelines. (For instance, typically clean and potable water would be a requirement). However, in this case, the contractor tests the water, and provides the test results. Instead, a private/separate test should be undertaken. Also, the tests should be conducted in residences and reported publicly. This would make for a transparent process, and would end the suspicion that water quality reports are either false or rigged.

With any contract, Pavlodar must delegate authority, but the City must realize that it cannot delegate responsibility. The City remains responsible to their citizens for the provision of clean water. This is an important message for the future. Helena offers experience in developing contracts, putting them out to bid, and monitoring compliance. The City of Helena has contracted with Vivendi for wastewater treatment and the contract will serve as a model for the City of Pavlodar.

#### *Public Involvement*

How do citizens become involved in the provision of services? Helena has clean water because the law demands it. Most importantly, the citizens of Helena demand efficient provision of services. In order to increase citizen participation, it is critical that the Pavlodar officials witness interest and advisory groups to fully understand their role.

#### *Water Financing*

Some time should be spent in Helena explaining the rate making process. How do they decide the price of water? What does their Capital Improvement Program look like? What role do citizens play? Are they required to keep it as an enterprise fund? Do they subsidize water provision? If they did subsidize, what impact would it have?

Pavlodar must operate more efficiently/effectively, but in the end the City must generate enough money to run the system.

#### *Wastewater Treatment*

According to Helena's staff, Pavlodar does a reasonably good job of wastewater treatment. However, the City is interested in studying a \$1-1.5 million ultraviolet treatment "machine" like that used in Helena. While Helena is willing to help them, ICMA has requested that this project be put on hold. ICMA feels that Pavlodar would not be able to raise the \$1.5 million needed to purchase UV equipment. In addition, if sufficient funds were available adequate maintenance would be problematic.

#### *Drug Prevention and Treatment*

Pavlodar was commissioned with the creation up of a Drug Rehabilitation Center by the Oblast (regional) government. In the fall, the Oblast offered the City a building to set up a center and program for drug abuse prevention and patient rehabilitation. The Center was completed in December.

Mike Rupert, a drug prevention specialist from Helena met with the Director of Pavlodar's Drug Treatment Center to discuss recommendations for programmatic improvements in Pavlodar's Center. Mr. Rupert suggested that the center develop a component for peer treatment. In addition, Mr. Rupert conducted two seminars on issues of drug treatment and prevention for a broad array of community stakeholders and NGOs in Pavlodar and Almaty.

In discussions with Helena, ICMA has cautioned Helena against advocating programs like DARE or AA as they are tied to values that are distinct to American culture and do not translate well.

ICMA will continue to monitor this project to ensure that Pavlodar is exposed to non-traditional responses to social service provision.

### **III. Challenges/Remedial Actions Taken**

After experiencing some delays in the aftermath of September 11, activities are back to normal and the partnership is fully active. ICMA has met with Pavlodar officials to ensure continuity and commitment to the program. Further, ICMA has increasingly become more involved in guiding the partnership to ensure that practical and replicable results are achieved. The next exchange is set for the beginning of June to allow the partnership to regain its lost momentum.

#### **IV. Projected Activities**

The fourth exchange will take place in Helena in June 2002.

## **Partnership: Subotica, Serbia – Szeged, Hungary – Akron, Ohio**

**Program Manager:** Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)

**Focus Area:** Wastewater, Solid Waste & Economic Development

**Funding Source:** Serbia

### **I. Introduction**

The partnership between Subotica, Szeged, and Akron was initiated in August 2000. To date, there have been four exchanges:

August 3 – 10, 2000 in Szeged, Hungary

December 10 – 17, 2000 in Akron, Ohio

April 16 – 19, 2001, in Subotica, Serbia and Szeged, Hungary

December 8 – 15, 2001, in Akron, Ohio

The partnership work plan focuses on three areas of assistance to Subotica:

- Improving the treatment and methods of wastewater disposal;
- Reducing the amount of solid waste going into its nearly-full landfill and developing plans for a new landfill;
- Assisting the city develop a strategic approach to economic development and to create the institutional framework to support this new municipal role.

### **II. Major Accomplishments This Period**

There were no exchanges during this period. Akron provided information and advice to Subotica in developing job descriptions and a scope of work for the proposed new Economic Development Unit (EDU). In mid-January, ICMA organized a conference call with Akron and Subotica officials to get a status report and offer additional guidance. According to Imre Kern, the Chair of the Executive Board, a short list of candidates for the EDU positions were to be vetted with the Municipal Council in early February, and the unit formally established by mid-February.

ICMA staff researched funding opportunities that Subotica may be able to access for critically needed infrastructure improvements. The information included a listing of major bilateral and multilateral infrastructure funders, the types of infrastructure they finance, funding criteria, application processes and deadlines, etc.

Akron and Subotica began planning an exchange visit for April to help the EDU develop a work plan and initiate its programs.

### **III. Challenges/Remedial Actions Taken**

ICMA and Akron made several attempts in March to schedule a conference call to ascertain the status of the EDU and discuss the agenda for the April visit to Subotica. At

the end of the month, ICMA learned that Subotica's Municipal Council has decided to contract with a newly-established Regional Development Agency for economic development programming, rather than house it within the municipal administration. ICMA and Akron hope to clarify this in a conference call prior to Akron's departure for Subotica in mid-April.

#### **IV. Projected Activities**

An exchange visit to Subotica is scheduled for the week of April 22<sup>nd</sup>. The delegation will include Mark Albrecht, Economic Development Manager for the City of Akron, Bob Bowman, Vice President of the Greater Akron Chamber of Commerce, and Steve Kidder, an economic development consultant to the City of Akron. The objectives of the visit include:

- Evaluating the City of Subotica's contract with the Regional Development Agency and offering advice on how to ensure the contractual relationship is well-structured;
- Assistance in the creation of an economic development database;
- Assistance with the establishment of a business call program;
- Conducting an economic development providers' workshop;
- Evaluate Subotica's plans to establish a business incubator

A three to four-person delegation from Subotica and Szeged have been invited to attend the Bulgaria Twinning Program Best Practices Workshop in late June. A number of the Bulgaria partnerships have focused on economic development and environmental management issues, and the workshop will serve as a valuable opportunity for the Serbian and Hungarian participants to exchange information and lessons learned.

## **Partnership: Tirana, Albania & Catawba County, North Carolina**

**Program Manager: Daniela Kissova** [dkissova@icma.org](mailto:dkissova@icma.org)

**Focus Area: Financial Management & Budget**

**Funding Source: USAID/Tirana**

### **I. Introduction**

The partnership between Tirana, Albania and Catawba County, North Carolina began in November 2001. A diagnostic performed by ICMA, identified the most critical issues facing Tirana in the transition to local self-government. Tirana still experiences grave problems in the rule of law. Economic growth is unregistered and takes place in the 'gray' sector. Moreover, local governments are hard pressed to increase tax revenues that would boost service delivery to citizens. In the past ten years, Tirana has experienced explosive population growth due to economic migration from the provinces. However, the neglected and decrepit public infrastructure cannot support the urban expansion. The city struggles to rid the public spaces from illegal construction work by illegal entrepreneurs and to protect the water and electrical supply systems from the encroachments of the squatter population. The Resource Cities technical partnership will focus on financial systems management, tax collection and budget preparation. To continue successfully staving off illegal construction of retail spaces and private homes, Tirana will also receive help in the institutionalization of building codes and codes enforcement.

First exchange trip – Tirana, Albania, February 24-28, 2002

During the first exchange, a number of potential priority areas were identified. This preliminary plan will be narrowed to two or three specific projects on which the partnership will focus. The preliminary work plan for this partnership includes the following program objectives:

- Review Tirana's system of costs for services, improve public accountability for fees collection, and integrate it into better budget practices;
- Review and enhance Tirana's system of tax collection and help develop tools and methods for improved tax base setting and revenue projection;
- Promote economic development in several of Tirana's enterprise zones through enhanced provision of municipal services and public infrastructure;
- Review Tirana's strategic plan for urban development, prepared by other donor institutions, and help develop and enforce a code for construction activities;
- Upon further availability of funds in the city of Tirana, Catawba County will help review and improve Tirana's methods of waste management and landfill operations.

### **II. Major Accomplishments This Period**

County Manager Tom Lundy, Finance Director Rodney Miller, and Public Works Director Barry Edwards, accompanied by the Project Manager, Daniela Kissova, visited Albania the week of February 25<sup>th</sup> and met with Tirana's Mayor Edi Rama and his team



to establish areas of technical collaboration and to draft a general work plan for the partnership.

*Municipal Budgeting/Cost of Public Utilities Setting*

The Catawba team met with Tirana's Finance Department and the Deputy Mayor for Public Works. Tirana is experiencing pressure for enhanced delivery of public services and municipal infrastructure renewal and maintenance. While some new policies and revitalization projects have been put in place, there is no practice of linking revenues to performance expenditures. The public utilities do not operate as independent enterprises and need better planning for costs of operations and capital improvement. The two teams concluded that the tariff setting policies must be updated. On the next trip to Catawba, the teams will continue analyzing the public utilities issues and will draft a step-by-step partnership implementation plan.

*Review and enhance Tirana's tax collection system and develop tools for improved and updated tax base setting and revenue projection*

The city of Tirana is divided into quadrants and a tax department employee is responsible for the collection of all taxes in each quadrant. This method enabled the City to collect trash, property tax and any other relevant taxes at one time. However, this system has proved conducive to corruption -- businesses have been able to consistently buy their way out of tax dues and citizens regularly default on their payments. The World Bank implemented the first donor initiative in this area through which a new GIS property database was installed and the process of tax assessment, calculation, and collection was digitized.

As of a year ago, the Tirana tax collection department operated with hard copy records. The Catawba team met with the Tirana tax department and discovered that with the introduction of this computerized system the city has doubled its tax revenue. Yet, the head of the tax collection department has only been there since September 2000. A young staff member, he requires more expertise in effective methods of tax collection and fees due the City.

*Promote economic development in several of Tirana's enterprise zones through enhanced provision of municipal services and public infrastructure*

Tirana's urban development plan is outdated and does not reflect the latest demographic trends of expansion, migration, and the massive construction work in the last 5 years. The World Bank has funded a US contractor (PADCO) to update Tirana's plan for strategic development. The Catawba team met with a representative from the World Bank/PADCO and reviewed maps and charts that reflect plans for new roads, infrastructure, and public utilities that correspond to recent population patterns. A pivotal component of this new strategic plan is the development of business enterprise zones. Based on the knowledge and materials of the WB/PADCO team, Catawba will explore possibilities to further assist Tirana in the development of these enterprise zones through techniques of public-private partnerships, sale of municipal land to entrepreneurs, etc.

More importantly, Tirana anticipates new national legislation that will impact the disposal of municipal property, which may assist the partnership goals in this area.

*Develop and enforce a code for construction activities*

The last Urban Master Plan of Tirana was created under the communist government (1989), when the City had approximately 250,000 residents. The city is now home to an estimated 650,000 residents. Mayor Rama has inherited a city rife with corruption, which is manifested in the thousands of structures that have been constructed illegally on public property, and made possible only through the payment of bribes to city officials. Not seen is the fact that many buildings were actually built larger than permitted (a six story building was actually built 10 stories high—with a place reserved for the building official who turned his back to the violation). The ground floors of many residential buildings were converted to retail facilities, with load-bearing walls removed—with the tacit approval of corrupt building inspectors. These structurally compromised buildings will prove tragic, as Tirana sits in an area prone to earthquakes.

Tirana with assistance from Catawba County will work to develop and pass comprehensive legislation that will codify building regulations and publish them so that the public is aware of what is permissible. By having a transparent permitting system in place, future buildings in Tirana will be built using guidelines that are safe and legal.

*Review and improve Tirana's methods of waste management and landfill operations*

Tirana's landfill is nearing capacity and the city is in need of a new disposal site. The current site is posing serious environmental hazards due to constant fires, methane gas discharge and leachate. However, while there is potential for improvement in the system of waste disposal, Tirana's municipal budget does not include money for these activities. The two teams decided that further work in this area is pending until further availability of funds

**III. Challenges/Remedial Actions Taken**

N/A

**IV. Projected Activities**

The next exchange trip is planned for June 2002 in Catawba. The two cities will strategize on ways to increase tax revenues thus increasing the overall municipal revenue projection and expenditures.

## **Partnership: New Amsterdam, Guyana – Huntsville, Texas**

**Program Manager:** Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)

**Focus Area:** Citizen Participation, Environmental Management

**Funding Source:** USAID/Guyana & EGAT

### **I. Introduction**

The partnership between New Amsterdam and Huntsville was initiated in December 2001. To date, there have been two exchanges:

December 1 – 8, 2001 in New Amsterdam (Jon – please correct if wrong)

February 2 – 9, 2002 in Huntsville, Texas

The partnership work plan focuses on:

- Developing a vision and action plan for making New Amsterdam a ‘healthy community’ through:
- Fostering partnerships between the municipal government, relevant national government agencies, non-governmental organizations, citizen groups, and the private sector;
- Identifying and mobilizing community resources to improve the quality of life in New Amsterdam, in particular in the area of environmental clean-up and other projects to improve the physical environment.
- Helping to develop new community leaders, with a special focus on nurturing female and minority leaders.

### **II. Major Accomplishments This Period**

A public-private delegation from New Amsterdam visited Huntsville the week of February 2 – 9. The delegation members were:

1. Claude Henry, Deputy Mayor, New Amsterdam
2. Krishondat Persaud, Senior Vice President, Berbice Chamber of Commerce and Development Association
3. Rita Hussein, Secretary, Guyanese Women in Development
4. ICMA project manager Corinne Rothblum.

The agenda for the visit provided the delegation with a broad overview of municipal administration, environmental and social services, and staff development/leadership training in Huntsville. The group met with staff and members of the Huntsville Chamber of Commerce to learn how Chamber of Commerce works with the city on community/economic development initiatives, and also visited social service non-profits, a prison (to learn about rehabilitation and community service programs), and a local hospital. Most importantly, the exchange was timed to coincide with a two-day ‘Vision to Action’ workshop, a community-wide planning effort to establish goals and an action plan for the benefit of youth and families. Over 170 community members attended this two-day forum, which grew out of Huntsville City Manager Bob Hart’s efforts to identify

community priorities and to develop community-based strategies for addressing them. The participatory approach that the City of Huntsville is using to engage all constituencies of the community in this process will serve as an excellent model for New Amsterdam's 'Healthy Community' initiative.

The partners developed a draft action plan at the end of the visit as well as a tentative schedule for exchange visits over the coming year.

### **III. Challenges/Remedial Actions Taken**

The City of Huntsville is extremely enthusiastic and excited about the opportunity to provide assistance to New Amsterdam with its efforts to foster a healthy community and improve community quality of life. In addition to working with New Amsterdam on the 'Healthy Community' initiative, the first draft of the partnership action plan also included technical assistance in addressing New Amsterdam's serious solid waste management and drainage problems, and in improving the municipality's management systems. ICMA believes that given the timeframe and resource limitations of the program, in order to achieve tangible results it is in the the partners' best interests to focus on the Healthy Community project. This initiative will provide an overall framework for fostering community involvement and public-private partnerships in improving New Amsterdam's quality of life, including environmental management issues.

### **IV. Projected Activities**

A delegation from Huntsville will travel to New Amsterdam April 2 – 10. The delegation will include:

1. City Manager Bob Hart
2. Public Works and Planning Director Glenn Isbell
3. Municipal Secretary and Personnel Director Danna Welter

The theme of the visit will be 'Building a Vision for New Amsterdam,' and will include a series of focus group meetings with a broad representation of local government officials, citizen groups, NGOs, businesses, religious and educational institutions and other civic organizations. The focus groups will involve discussions about the importance of leadership and community involvement in improving New Amsterdam's quality of life, help determine community priorities and objectives, identify existing or potential community leaders and assess the human, financial, and other resources that can be mobilized to achieve these goals. At the end of the focus group meetings, the Huntsville delegation will facilitate a dialogue to develop a community action plan that articulates the community's vision, lays out the action steps that will be required to achieve this vision, and identifies the community partners and resources that will be involved in each.